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SALARY AND BENEFIT SURVEY

for

Lodging Industry Management Positions

AUGUST 1982

Results of a survey conducted early in 1982
by the American Hotel & Motel Association
with the assistance of:

Peat, Marwick, Mitchell & Co.
Certified Public Accountants
345 Park Avenue
New York, New York 10022

American Hotel & Motel Association

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AMERICAN HOTEL & MOTEL ASSOCIATION

Salary and Benefit Survey Report

Lodging Industry Management Positions

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AMERICAN HOTEL & MOTEL ASSOCIATION

Salary and Benefit Survey Report

Lodging Industry Management

INTRODUCTION

This is the tenth report of the American Hotel & Motel Association, prepared with the assistance of Peat, Marwick, Mitchell & Co., on hotel and motel management position salaries paid throughout the nation. The survey was conducted in early 1982 and was made possible by the cooperation of the managements of the companies participating.

We recognize that the results contained in this report represent only a sample of the total picture of salaries paid throughout our nation. However, the data, reasonably interpreted, can be a valuable tool in the kit of hotel and motel management techniques. (Please see the section on "Background" for data on sample used.)

AH&MA intends to continue its surveys and studies of salaries, expanding and further refining them in the future. Increased participation will enhance the value of these efforts to all users.

BACKGROUND

This survey is based on information contained in the confidential returns of major companies. The survey contains only chain-affiliated units, but provides a substantial sample of properties.

Positions and Data Surveyed

Positons surveyed were:

1. Hotel General Manager with Maintenance
2. Hotel General Manager without Mainterance
3. Hotel Resident Manager with Maintenance
4. Hotel Resident Manager without Maintenance
5. Hotel Food and Beverage Manager
6. Hotel Assistant Food and Beverage Manager
7. Hotel Restaurant Manager
8. Hotel Front Office Manager
9. Hotel Front Office Reservations Manager
10. Hotel Controller
11. Assistant Hotel Controller
12. Purchasing Director
13. Executive Housekeeper
14. Hotel Chief Engineer
15. Hotel Executive Chef
16. Sales Manager
17. Security Director
18. Personnel Director

The above jobs were separated according to the unit size at which the position was located by the following levels:

Level 0 - Defined as less than 100 rooms. For Food and Beverage Manager and Hotel Restaurant Manager defined as under $275,000.

Level 1 - Defined as 100-200 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $275,000-$550,000 sales volume.

Level 2 - Defined as 200-300 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $550,000-$1,320,000.

Level 3 - Defined as 300-500 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $1,320,000-$2.2 million.

Level 4 - Defined as 500-800 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $2.2-$3.3 million.

Level 5 - Defined as over 800 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as over $3.3 million.

This approach of obtaining data provides a sample of a diversity of properties and should provide a guide for all independent and chain-affiliated properties.

Also, this method of obtaining data has a realistic future objective of a survey of 400-500 properties. Generally, as the sample increases, the data becomes more meaningful.

NON-BONUS PAYING COMPANIES

JOB TITLE	(4) LEVEL	AVERAGE(1) OF RANGE MINIMUMS	AVERAGE(1) OF RANGE MAXIMUMS	AVERAGE NO. OF ROOMS	NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL SALARIES	AVERAGE(1) ACTUAL SALARY	AVERAGE(1) HIGHEST ACTUAL SALARIES
HOTEL GENERAL MANAGER WITH MAINTENANCE	1	26,000	32,000	190	1	1	17,000	20,000	23,000
HOTEL GENERAL MANAGER WITHOUT MAINTENANCE	0	23,500	26,150	83	2	2	24,650	24,650	24,650
	1	27,500	43,450	164	2	11	26,364	36,700	48,427
	2	32,000	44,400	246	2	11	32,000	38,782	45,609
	3	36,667	48,000	334	3	12	39,539	49,654	64,923
	4	60,000	60,000	588	1	NA	60,000	60,000	60,000
	5	59,500	68,000	883	1	2	59,500	63,750	68,000
HOTEL RESIDENT MANAGER WITHOUT MAINTENANCE	1	17,375	24,375	174	4	7	17,167	20,686	24,000
	2	18,553	21,000	257	3	4	19,080	21,665	24,250
	3	22,625	28,000	356	4	6	24,429	26,857	31,286
	4	32,000	32,000	588	1	1	32,000	32,000	32,000
	5	25,000	34,000	883	1	2	NA	NA	NA
HOTEL FOOD AND BEVERAGE MANAGER	0	16,000	19,000	NA	1	1	17,000	17,000	17,000
	1	19,833	23,167	233	3	3	22,367	22,367	22,367
	2	18,500	26,000	220	3	13	13,654	21,115	26,154
	3	18,667	28,333	210	3	15	19,800	24,367	30,667
	4	21,500	30,667	391	4	7	24,457	27,971	31,486
	5	32,000	35,000	351	1	2	32,000	33,500	35,000
HOTEL ASSISTANT FOOD AND BEVERAGE MANAGER	2	15,600	15,600	276	1	1	15,600	15,600	15,600
	3	15,000	19,000	197	2	4	15,500	17,000	18,500
	4	23,000	23,000	197	1	1	23,000	23,000	23,000
	5	18,790	27,745	805	3	10	24,996	26,909	28,636
HOTEL RESTAURANT MANAGER	0	12,000	16,000	147	2	3	16,200	16,300	16,400
	1	NA	NA	134	2	13	10,154	13,170	17,769
	2	13,850	16,833	159	5	30	11,526	14,044	18,111
	3	13,257	18,997	215	5	8	14,959	15,901	17,163
	4	13,320	19,987	276	3	10	13,116	17,556	24,796
	5	16,650	31,050	570	4	74	16,274	21,082	29,039

NON-BONUS PAYING COMPANIES

JOB TITLE	(4) LEVEL	AVERAGE(1) OF RANGE MINIMUMS	AVERAGE(1) OF RANGE MAXIMUMS	AVERAGE NO. OF ROOMS	NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL SALARIES	AVERAGE(1) ACTUAL SALARY	AVERAGE(1) HIGHEST ACTUAL SALARIES
HOTEL FRONT OFFICE MANAGER	0	13,200	16,125	97	1	1	14,400	14,400	14,400
	1	12,876	16,856	1,188	9	26	12,103	13,793	16,449
	2	14,209	20,017	258	9	23	14,703	16,995	19,165
	3	16,420	22,581	368	7	20	16,480	19,476	21,580
	4	22,959	29,614	664	4	10	19,972	21,752	23,406
	5	18,770	32,080	1,043	3	9	21,360	23,991	28,519
HOTEL FRONT OFFICE RESERVATIONS MANAGER	1	10,400	13,727	189	3	6	10,690	11,753	12,400
	2	11,520	15,520	263	6	11	11,408	13,425	15,658
	3	13,170	18,292	392	6	12	13,843	15,776	18,053
	4	15,665	24,040	664	3	7	18,396	20,141	23,169
	5	16,920	32,080	1,162	1	6	20,700	24,416	28,145
HOTEL CONTROLLER	0	14,400	NA	97	1	1	14,400	14,400	14,400
	1	12,667	17,350	167	3	19	13,237	16,064	17,968
	2	16,600	22,380	253	5	17	17,875	20,734	23,366
	3	20,820	27,250	345	5	10	18,636	21,000	23,727
	4	NA	NA	654	2	2	26,900	26,900	26,900
	5	25,000	30,000	883	1	2	25,000	27,500	30,000
ASSISTANT HOTEL CONTROLLER	1	10,250	14,400	177	2	6	9,893	11,223	13,333
	2	14,290	22,433	251	4	11	14,289	16,859	19,727
	3	15,876	22,970	405	6	20	17,629	19,535	22,835
	4	18,770	32,080	721	3	8	18,933	21,743	24,888
	5	21,380	36,590	1,217	2	7	25,800	29,018	34,286
PURCHASING DIRECTOR	1	12,500	13,500	197	2	6	12,487	13,585	14,852
	2	16,464	19,615	267	7	13	14,394	16,797	20,752
	3	15,056	26,115	398	6	22	9,770	18,569	24,870
	4	18,460	24,075	636	3	8	19,029	22,439	26,400
	5	16,920	32,080	1,161	2	7	20,671	24,573	28,343
EXECUTIVE HOUSEKEEPER	0	12,261	14,192	87	4	5	12,797	13,097	13,397
	1	11,647	15,611	162	10	178	10,752	12,989	15,462
	2	13,989	17,415	252	9	24	14,138	15,485	16,956
	3	15,621	18,845	357	8	15	16,870	17,889	18,803
	4	21,600	21,600	619	4	8	21,270	21,270	21,270
	5	NA	NA	NA	1	1	23,500	23,500	23,500
HOTEL CHIEF ENGINEER	0	15,596	17,929	87	4	5	17,437	17,637	17,837
	1	12,628	17,243	158	9	38	12,442	14,881	16,803
	2	16,710	23,713	249	9	20	16,822	19,482	22,033
	3	19,824	24,679	364	8	15	24,130	25,364	26,821

NON-BONUS PAYING COMPANIES

JOB TITLE	(4) LEVEL	AVERAGE(1) OF RANGE MINIMUMS	AVERAGE(1) OF RANGE MAXIMUMS	AVERAGE NO. OF ROOMS	NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL SALARIES	AVERAGE(1) ACTUAL SALARY	AVERAGE(1) HIGHEST ACTUAL SALARIES
HOTEL CHIEF ENGINEER	4	21,380	42,060	718	2	5	19,051	23,936	31,883
	5	28,945	38,530	1,019	2	7	29,603	35,186	42,457
HOTEL EXECUTIVE CHEF	0	11,985	22,497	108	1	4	11,965	17,155	22,497
	1	21,313	24,000	80	3	5	17,650	18,425	19,200
	2	13,700	23,000	168	3	7	15,014	19,803	23,871
	3	19,167	28,000	220	4	7	17,567	22,178	26,789
	4	24,250	33,000	272	2	4	24,900	28,450	32,000
	5	33,500	45,000	583	2	5	33,000	37,948	42,200
SALES MANAGER	0	14,500	16,500	84	4	5	14,868	15,266	15,660
	1	13,651	21,829	167	7	34	13,678	18,043	22,582
	2	15,892	22,744	243	6	21	17,845	21,322	25,030
	3	26,133	36,000	333	4	12	26,667	31,692	42,067
	4	NA	NA	588	1	1	35,000	35,000	35,000
	5	26,390	35,075	643	2	11	20,944	23,495	25,964
SECURITY DIRECTOR	2	18,800	22,133	252	4	6	15,400	16,383	17,367
	3	16,800	19,550	438	2	3	16,667	20,100	21,533
	4	16,920	25,380	721	2	6	20,118	25,003	32,950
	5	18,770	36,590	1,114	1	5	22,000	28,350	30,503
PERSONNEL DIRECTOR	0	9,600	12,000	97	1	1	9,600	9,600	9,600
	1	11,400	18,000	179	1	3	11,400	14,440	16,920
	2	13,167	17,767	268	3	2	13,575	14,500	15,425
	3	15,605	22,845	367	4	11	19,744	21,276	24,762
	4	18,770	36,590	721	2	7	21,214	22,586	23,369
	5	21,380	36,590	1,161	1	6	28,600	31,581	34,900

BONUS PAYING COMPANIES

JOB TITLE	(4) LEVEL	NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL BASE SALARIES	AVERAGE(1) ACTUAL BASE SALARY	AVERAGE(1) HIGHEST ACTUAL BASE SALARIES	(1) (2) AVERAGE BONUS	(3) AVERAGE TOTAL CASH COMPEN-SATION	AVERAGE BONUS AS PERCENT OF TOTAL CASH COMPEN-SATION
HOTEL GENERAL MANAGER WITH MAINTENANCE	0	2	41	16,012	20,413	25,296	1,843	22,256	8.28
	1	7	38	22,405	25,105	29,945	2,771	27,876	9.94
	2	7	18	26,335	28,643	32,391	4,680	33,323	14.04
	3	5	16	29,648	33,420	37,955	5,249	38,669	13.57
	4	2	7	30,833	41,050	51,667	5,243	46,293	11.33
	5	1	1	35,000	35,000	35,000	8,500	43,500	19.54
HOTEL GENERAL MANAGER WITHOUT MAINTENANCE	0	3	4	25,625	26,375	27,125	3,000	29,375	10.21
	1	8	37	23,899	31,062	37,387	1,302	32,364	4.02
	2	8	21	36,222	39,773	43,667	3,167	42,940	7.37
	3	7	25	42,814	49,808	56,156	4,596	54,404	8.45
	4	5	10	54,654	57,934	61,941	3,502	61,436	5.70
	5	1	5	58,675	65,793	72,600	5,520	71,312	7.74
HOTEL RESIDENT MANAGER WITH MAINTENANCE	0	1	3	16,200	18,480	22,473	1,370	19,850	6.90
	1	1	95	16,200	16,755	23,580	2,618	21,373	12.25
	5	1	1	28,500	28,500	28,500	0	28,500	0.00
HOTEL RESIDENT MANAGER WITHOUT MAINTENANCE	2	3	5	28,440	33,500	38,560	1,200	34,700	3.46
	3	3	9	25,758	31,024	35,324	0	31,024	0.00
	4	2	4	32,750	36,471	39,414	0	36,471	0.00
HOTEL FOOD AND BEVERAGE MANAGER	0	1	1	18,000	18,000	18,000	0	18,000	0.00
	1	5	15	23,550	28,574	36,084	3,621	32,196	11.25
	2	4	16	16,838	20,421	23,941	3,131	23,552	13.30
	3	6	14	21,787	24,093	27,568	2,093	26,186	7.99
	4	4	5	23,907	29,264	34,889	2,122	31,386	6.76
	5	5	33	27,583	36,664	44,838	2,194	38,858	5.65
HOTEL ASSISTANT FOOD AND BEVERAGE MANAGER	2	1	3	14,000	14,000	14,000	2,000	16,000	12.50

BONUS PAYING COMPANIES

JOB TITLE	(4) LEVEL	NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL BASE SALARIES	AVERAGE(1) ACTUAL BASE SALARY	AVERAGE(1) HIGHEST ACTUAL BASE SALARIES	(1) (2) AVERAGE BONUS	(3) AVERAGE TOTAL CASH COMPEN-SATION	AVERAGE BONUS AS PERCENT OF TOTAL CASH COMPEN-SATION
HOTEL ASSISTANT FOOD AND BEVERAGE MANAGER	3	1	3	15,000	15,500	16,000	2,500	18,000	13.89
	4	1	1	NA	NA	NA	NA	NA	NA
	5	1	2	26,000	29,250	32,500	800	30,050	2.66
HOTEL RESTAURANT MANAGER	0	1	1	10,800	10,800	10,800	0	10,800	0.00
	1	2	51	13,538	15,977	19,675	316	16,293	1.94
	2	1	1	18,000	18,000	18,000	0	18,000	0.00
	3	1	3	9,000	10,333	12,000	1,833	12,167	15.07
	4	1	1	NA	NA	NA	NA	NA	NA
HOTEL FRONT OFFICE MANAGER	0	1	4	10,000	12,575	15,080	187	12,762	1.46
	1	2	11	11,227	12,901	14,765	44	12,945	0.34
	2	3	11	13,679	16,563	18,649	364	16,927	2.15
	3	4	17	16,519	19,442	22,342	1,085	20,527	5.28
	4	1	9	16,200	21,120	24,000	1,778	22,898	7.76
	5	1	4	21,600	24,525	27,500	2,000	26,525	7.54
HOTEL CONTROLLER	1	4	18	17,800	20,644	23,767	556	21,199	2.62
	2	4	12	26,615	29,474	32,477	1,077	30,551	3.53
	3	5	31	26,799	31,439	37,876	2,208	33,647	6.56
	4	4	16	31,440	35,663	41,027	1,796	37,460	4.80
	5	3	10	37,023	42,964	49,748	3,092	46,056	6.71
PURCHASING DIRECTOR	3	1	1	NA	NA	NA	NA	NA	NA
	4	1	1	35,000	35,000	35,000	NA	NA	NA
EXECUTIVE HOUSEKEEPER	1	3	9	14,219	16,829	18,944	333	17,162	1.94
	2	2	7	14,044	22,361	28,400	9,248	31,609	29.26
	3	3	22	18,698	22,433	27,286	1,904	24,337	7.82
	4	2	9	20,432	24,970	33,420	1,380	26,350	5.24
	5	2	11	25,262	30,746	36,473	2,065	32,811	6.29
HOTEL CHIEF ENGINEER	1	2	8	18,219	21,195	25,499	1,000	22,195	4.51
	2	3	9	22,362	26,568	30,000	644	27,213	2.37
	3	3	21	20,591	27,445	38,210	1,262	28,707	4.40
	4	2	10	27,167	33,907	47,380	1,850	35,757	5.17
	5	2	7	31,737	39,262	47,714	2,143	41,405	2.18
HOTEL EXECUTIVE CHEF	2	2	7	14,596	21,492	28,914	429	21,921	1.96
	3	3	10	23,615	25,767	27,917	500	26,267	1.90
	4	4	16	28,177	31,529	35,553	2,050	33,579	6.11
	5	4	43	29,233	39,854	54,554	2,772	42,626	6.50
SALES MANAGER	1	4	14	17,861	20,520	24,632	429	20,948	2.05
	2	6	18	21,458	26,576	32,694	1,661	28,237	5.88
	3	7	30	25,682	39,656	123,557	2,163	41,819	5.17
	4	5	16	32,119	36,059	41,171	1,622	37,680	4.30
	5	3	13	35,509	40,946	50,846	3,223	44,169	7.30
PERSONNEL DIRECTOR	1	1	4	17,425	19,273	21,000	1,500	20,773	7.22
	2	4	12	17,005	21,678	25,167	833	22,512	3.70
	3	4	15	17,566	22,066	27,664	1,180	23,246	5.08

BONUS PAYING COMPANIES

JOB TITLE	(4) LEVEL	NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL BASE SALARIES	AVERAGE(1) ACTUAL BASE SALARY	AVERAGE(1) HIGHEST ACTUAL BASE SALARIES	(1) (2) AVERAGE BONUS	(3) AVERAGE TOTAL CASH COMPEN-SATION	AVERAGE BONUS AS PERCENT OF TOTAL CASH COMPEN-SATION
PERSONNEL DIRECTOR	4	3	13	20,732	25,573	31,875	1,577	27,150	5.81
	5	2	6	23,083	27,325	31,833	2,083	29,408	7.08

NOTES:

(1) Where averages are shown, they are always weighted by number of incumbents, except in the case of "Formal Salary Ranges" and "Average Number of Rooms".

(2) Where a bonus was reported as a range of possibilities, e.g., "0-26 percent of salary", the midpoint of that range was used in these calculations.

(3) "Average Total Cash Compensation" is the sum of "Average Actual Base Salary" and "Average Bonus".

(4) Where a level is omitted it reflects the lack of incumbents in that position and level among all reporting companies.

CONTRIBUTIONS AS A PERCENTAGE OF PAYROLL

Health and Life Insurance

There is considerable variance in the level of employer contributions for health and life insurance coverage among the twelve companies which participated in the benefits survey. This variance ranges from less than 3% to 20% of payroll.

Eight companies issue an Employee Benefit Statement, while two others anticipate doing so. Three employers indicated that they do not issue such statements.

Pension Plan

Seven companies indicate their contributions to pension plans, as a percent of payroll, range from 0% to 20%.

Profit-Sharing or Thrift Plan

Three reporting companies provide thrift savings plans which allow employee contributions from 2% to 6% of base salaries. The company contributions range from 3% of employee contributions, plus an unstipulated amount depending on service, to 50% of the employee's contribution.

LIFE INSURANCE SUMMARY

The general pattern among companies is to relate the amount of death benefits to a multiple of annual earnings. Among those companies, the multiple ranges from one to three times earnings. Two companies offer a flat rate benefit of $15,000 and $20,000.

Most plans provide a maximum benefit, regardless of the multiple. The maximums range between $2 thousand and $340 thousand for non-contributory plans. The one responding company with a contributory plan offers a maximum beneift of $100,000.

Two of twelve reporting companies maintain a plan based on a combination of contributory and non-contributory coverages, while ten report "non-contributory-only" plans. Employee contributions range from zero to 35 cents per $1,000 of coverage. None of the reporting companies have "contributory-only" plans.

LIFE INSURANCE - TYPICAL RESPONSES[1]

Benefit Formula	Monthly Employee Contribution Per $1000 of Coverage	Maximum Coverage	
		Contributory Plans	Non-Contributory Plans
2 x salary, non-non contributory	$.00	-	$340,000
2 x salary, non contributory	$.00	-	$50,000
1, 2, or 3 x salary, non contributory	$.00	-	$300,000
2 x salary, combination	$.35	$100,000	$2,000

(1) The response for a single company is best understood on each table by reading horizontally, across the table, all entries under the vertical columns.

ACCIDENTAL DEATH AND
DISMEMBERMENT INSURANCE - TYPICAL RESPONSES

Benefit Formula	Maximum Benefit
2 x salary	$50,000
1 1/2 to 2 x salary	$140,000
1 x salary	No Maximum
1,2,or 3 X salary	$300,000

HOSPITAL AND MEDICAL INSURANCE

Contributions

One company requires employee contributions for "employee-only" coverage, while nine companies require employee contribution for family coverage.

The level of contribution by employees for the basic coverage and the family coverage varies considerably.

Three of the participating companies are self-insured in regard to Hospital and Medical Insurance.

Hospital Room and Board

Four companies place no limit on the number of days covered. The amount of their coverage ranges from 80% to 100% of a semi-private room charge. Companies which limit the number of days pay from $35 to 100% of charges for 30 to 365 days.

Diagnostic and Laboratory Maximum Benefits

A wide range exists in payment for diagnostic and laboratory benefits, ranging from $50 to 100% of full costs.

Miscellaneous Hospital Expenses

Four companies provide for full payment of miscellaneous expenses, three companies provide for 80% of such expenses, and three companies cover all expenses up to a fixed maximum.

Surgical Maximums

Three companies pay benefits for full charges which range between $400 and $1,500, and four other companies pay a percentage (80%) of usual and customary charges. Four companies pay all customary charges.

Major Medical

Maximum benefits vary from $100,000 to unlimited and most plans require a $100 to $200 deductible before paying for 80% of remaining costs.

Ten companies provide benefits on a calendar year basis.

Ten companies coordinate Major Medical benefits with other benefits.

Four companies made changes in their plans within the past year. One company changed carriers, one expanded coverage, while two other companies increased their deductible, and one company initiated a new plan.

HOSPITAL AND MEDICAL INSURANCE

ROOM AND BOARD - TYPICAL RESPONSES[1]

Maximum Per Day	Number of Days
Semi-Private	30
$35/day	31
Semi-Private	No limit
Full coverage	150
80% of Semi-Private	No Limit
Usual and customary charges	365

MISCELLANEOUS HOSPITAL EXPENSES - TYPICAL RESPONSES

Full payment

$400

80%

Usual and customary expenses

DIAGNOSTIC X-RAY AND LAB MAXIMUM - TYPICAL RESPONSES

80% of cost

$400

$ 50

80%, $200 annual deductible

SURGICAL MAXIMUM - TYPICAL RESPONSES

80% of usual and customary charges

$800

$400

Unlimited

MAJOR MEDICAL - TYPICAL RESPONSES[1]

Maximum Payment	Deductible Amount	Co-Insurance %
$500,000 lifetime payment	$150	80% of first $1850 100% of balance
No Maximum	$200	--
$1500 per calendar year	$100	--
$100,000	$100	80%
No maximum	$100 combined with hospitalization	80%
$1,000,000	$100	20%
$1,000,000	$200	20%
$250,000	$100 for employee $200 for family	--
$250,000	$600	--

Dental Insurance

This benefit has increased in prevalence over the last few years. Six companies report offering it in some form in 1982. Employee contributions to the various plans range from 0% to 40%.

Maximum benefits in one calendar year are usually limited to from $1,000, to $2,000.

A typical plan covers 50% to 80% of expenses for routine or major care and 80% to 100% of preventive care expenses.

Vision Care Insurance

One company indicates that vision care insurance is part of the offered benefit package.

Paid Sick Leave

There are more informal plans reported (7) than formal plans (5).

PAID SICK LEAVE - TYPICAL RESPONSES[1]

SICK LEAVE ELIGIBILITY BY AMOUNT OF SERVICE

1 Year of Service	5 Years of Service	10 Years of Service
1 week	1 week	1 week
2 weeks	10 weeks	10 weeks

SICK LEAVE ACCUMULATION PROVISIONS - TYPICAL RESPONSES

1/2 day per month first year. 1 week on anniversary date thereafter

.0385 days per hour, maximum of 400 hours

1/2 day per month, maximum of 12 days

1/2 day per month maximum of 6 days

1 day per calendar month worked

Short-Term Disability

Five companies report short-term disability plans which provide from 25% to 150% of salary for lengths of time varying from three months to 50 months.

SHORT-TERM DISABILITY PLANS - TYPICAL REPSONSES(1)

Maximum Benefits	Employee Contribution	Elimination Period	Duration of Benefits
25% of salary for 6 months to 1 year, 50% of salary after 1 year	-0-	6 days	26 weeks
100% of salary	-0-	1 week	3 months
100% of salary	-0-	--	6 months
$250 per week or 60% of salary	-0-	14 days	26 weeks
150% of salary	-0-	6 months	50 weeks

Long-Term Disability

Seven companies report long-term disability plans which provide between 60% to 150% of earnings. The maximum monthly benefit ranges from $417 to $5,000.

One company requires employee contributions in the first year of service. The initial waiting (elimination) period in all plans ranges from 90 days to 180 days. The reported plans provide a duration of benefits to age 65, for 12 months, or for 60 months.

LONG-TERM DISABILITY PLAN - TYPICAL RESPONSES (1)

Maximum Benfits	Employee Contribution For Covered Compensation	Elimination Period	Duration of Benefits
66 2/3% of earnings up to $5,000/year	-0-	26 weeks	age 65, death, or return to work, special benefits to age 70
60% of monthly earnings up to $2,000/month	-0-	90 days	Age 65
150% of earnings	-0-	6 months	60 months
60% of earnings or $3,000/monthly maximum	-0-	90 days	--
66-2/3% of salary; $5,000 per month	-0-	6 months	Age 65
66% of earnings Up to $3000/month	$.58/month per $100 monthly income	90 days	Age 65

PENSIONS

Summary

Four companies have pension plans. Eligibility to participate in pension plans runs from a length of service of six months to one year.

The normal retirement date is age 65 while three of the companies allow early retirement at 55.

Two of the retirement plans provide full vesting after fifteen years of service while the other two companies require ten years of service.

Three of the four plans are integrated with Social Security. None of the companies allow additional employee contributions.

PENSION PLAN - TYPICAL RESPONSES

Eligibility		Employee Contribution		Retirement Age		
Service	Age	Basic	Additional	Normal	Early	Compulsory
1 year	25	-	-	-	55	70
1 year	21		-	65	55	-
6 months	24		-	65	55	-

FULL VESTING - TYPICAL RESPONSES

Service	Age
15	Age + years of service = 50 or more
15	37
10	33

PROFIT-SHARING OR THRIFT SAVINGS PLANS

Two of the reporting companies provide a thrift savings plan, and two reporting companies provide profit-sharing plans. One company offers a combination plan.

The employee and employer may contribute under the provisions of one of the profit-sharing plans, while employers contribute under provisions of the other two plans. Employee eligibility for the savings and profit-sharing plans is established at one year of service for three of the companies, six months of service for another.

PROFIT-SHARING - TYPICAL RESPONSES[1]

Basic Formula	Employee Contributions	Additional Contributions Allowed	Eligibility Service	Eligibility Age	Fully Vested
Profit Sharing Plans					
Based on company + employee earnings	-	No	-		-
Company contributes 20% for less than 3 yrs of service 40% for 4-5 years of service 100% for 10+ years of service	Up to 10% of total compensation	Yes	1 year	25	10 years

POST-RETIREMENT GROUP INSURANCE

One reporting company provides post-retirement life insurance. Coverage is based on percent of final salary times years of service.

One reporting company provides post-retirement medical coverage. Contributions from the retired employee are required for Medical coverage.

PAID VACATIONS

Summary

All vacation policies relate the length of vacation to years of service. The majority of companies provide two weeks of vacation after one year of service, increasing to three weeks following five to ten years, and four weeks after ten to fifteen years of service.

VACATIONS - TYPICAL RESPONSES

ELIGIBILITY BY AMOUNT OF SERVICE

1 Week Vacation	2 Weeks Vacation	3 Weeks Vacation	4 Weeks Vacation	5 Weeks Vacation
6 months	1 year	5 years	10 years	-
1 year	2 years	3 years	-	-
1 year	2 years	5 years	-	-
-	1 year	5 years	15 years	-
-	1 year	5 years	-	-
-	1 year	3 years	10 years	20 years

STOCK PURCHASE PROGRAM

Two companies provide a stock purchase program. In one company with a minimum one year of service, all employees are eligible to participate in the program for which the company pays brokerage fees. In the other company, all employees are eligible, and, the company also pays the brokerage fee, however, there is no minimum service requirement.

PAID HOLIDAYS

Number of Holidays	Number of Companies
0	1
5	1
6	3
7	2
8	2
9	1
10	1

Most prevalent holidays: New Year's Day, July 4th, Labor Day, Thanksgiving Day, and Christmas Day. Memorial Day is a paid holiday in seven companies; President's Day is celebrated in two.

MILEAGE ALLOWANCE

The most prevalent mileage allowance for use of personal cars for business use is $.20/mile (6 participants). One company pays $.17/mile, one pays $.225/mile, one pays $.23/mile, one pays $.25/mile and one pays $75 per month. These policies apply widely to all company employees at management levels.

Seven reporting companies provide company cars, generally for top level management use.

One company has made a change in its allowance policy by switching to smaller company cars.

EDUCATIONAL ASSISTANCE

Most companies provide educational assistance to a wide category of employees ranging from no minimum service requirement to 2 years of service.

Tuition and other charges are usually reimbursed for job related courses, and range from 50-100% for tuition and 0-100% for cost of books.

HOUSING

Housing is provided by one company for all employees. Two of the companies provide housing when an employee relocates. Two of the companies provide full maintenance and one provides partial maintenance.

TRAVEL AND ENTERTAINMENT

Ten companies provide reimbursement for reasonable and customary business expenses. Formal guidelines exist in two companies. Two companies have a fixed per diem rate.

None of the responding companies provide for first class air travel.

MOVING EXPENSES

A formal relocation policy exists for the majority of the responding companies. Reimbursement is usually provided for expenses of moving household goods, transportation, and temporary living expenses.

Employee relocation service is provided by three of the responding companies for management level positions. Features vary, but the most prevalent is the actual move to the new location.

SEVERANCE PAY

Severance pay applies most often in situations of job elimination and pay in lieu of notice. Few grant it in cases of termination with cause.

Several reporting companies base payment on the affected employee's length of service. Two of the reporting companies pay two weeks of severance pay for each year of service. No formal policy exists in two other responding firms where severance pay is determined on a case by case basis.

MILITARY TRAINING

Six reporting companies pay the differential between military pay and salary, while only three do not. This pay is generally limited to ten to fourteen days of military service each year, but two companies do not place a limit on the length of service.

MEAL DISCOUNTS

Two reporting companies provide meal discounts (not connected with work), while another company provides discounts to members of the Executive Committee. Seven reporting companies do not offer meal discounts.

PRODUCT DISCOUNTS

Seven companies provide product discounts to employees; two do not.

EVENING OR "DINNER FOR TWO"

Only two reporting companies provide this benefit to employees.

CHRISTMAS BONUS OR GIFT

Six reporting companies do not provide Christmas bonuses. Three companies reward management or all employees. Two companies have no formal policy.

BRIEF JOB DESCRIPTIONS

Hotel General Manager	Manages through subordinate manager(s) a hotel in line with policies established by the company. Directs all aspects of the hotel's activities.
Hotel Resident Manager	Reports to the general manager and is responsible for supervising all hotel activities with the exception of the food and beverage department. Is provided with full maintenance as resident of hotel.
Hotel Resident Manager (without maintenance)	Reports to the general manager and is responsible for supervising all hotel activities with the exception of the food and beverage department.
Hotel Food & Beverage Manager	Reports to the General Manager. Responsible for all food and beverage service within the hotel. Supervises food, banquet and beverage departments through subordinate managers. Responsible for public relations and customer satisfaction. Develops budgets for individual units and has primary responsibility for meeting profit objectives.

Assistant Hotel Food & Beverage Manager	Reports to hotel food and beverage manager. Responsible for food and beverage operations as assigned by manager.
Hotel Restaurant Manager	Reports to Food and Beverage manager or Assistant Manager who serves in this capacity. Hires, trains and supervises waiters, busboys and captains. Maintains patron satisfaction. Occasionally may book or handle small functions serviced in the restaurant from the regular menu.
Hotel Front Office Manager	Directly supervises all front office personnel. Responsible for all hotel front office activities. Compiles daily, a revised weekly, monthly and yearly rooms forecast. Controls opening and closing dates. Handles guest complaints, inspects guest accommodations, attends staff and operational meetings, schedules employees work assignments.
Front Office Reservations Manager	Reports to Hotel Front Office Manager. Responsible for reservations, operations and coordination of rooms forecast.

Hotel Controller	Directly supervises all hotel accounting personnel and all phases of the accounting department. Controls the activities of the restaurant cashiers department, front office cashier, night auditor, payroll department and credit and accounting departments. Responsible for hotel financial statements.
Assistant Hotel Controller	Reports to Hotel Controller. Responsible for accounting functions as assigned.
Purchasing Director	Responsible for competitive purchasing of all materials, supplies, food, beverages, equipment for hotel.
Executive Housekeeper	Supervises all housekeeping personnel such as maids, inspectresses, porters, night cleaners, and window washers. Reviews specifications, determines methods for redecorating rooms. Prepares work schedules and reports. Orders supplies and fabrics.
Hotel Chief Engineer	Supervises all mechanics, tradesmen and other engineering maintenance personnel in providing heat, light, and power including

repair and maintenance. Purchases operating equipment. Maintains required records and controls. Schedules maintenance work so as not to inconvenience guests. maintains fire-fighting equipment.

Hotel Executive Chef — Supervises all food preparation personnel and phases of food preparation operation including meat and produce selection and preparation and menu planning. Supervises and coordinates all kitchen service with other hotel departments. Develops standard recipes for all dishes to ensure proper portion control.

Sales Manager — Sales manager supervises a sales force to promote maximum transient, convention group, and banquet business for the hotel. Plans and forecasts advance sales. Develops various sales quotas and prepares sales reports. Responsible for meeting sales goals.

Security Director	Responsible for all aspects of hotel security, protection of hotel facilities, equipment and supplies, guests and employees.
Personnel Director	Responsible for effective staffing, orientation, and training. Responsiblities include benefit program administration, communications programs and labor relations.